



Thank you for your interest in doing business with Miami-Dade County. The following packet details the required documentation necessary for submittal of your company's Affirmative Action Plan/Procurement Policy as required by Miami-Dade County Ordinance No. 82-37, Ordinance 98-30, and Administrative Order 3-39.

The following guidelines will assist you in determining what information your company is required to submit:

1. All companies properly licensed to provide engineering, architectural, landscape architectural, land surveying, and mapping services (A/E firms), regardless of their individual assignments in connection with an advertised project as required by Miami-Dade County Ordinance No. 82-37.
2. All companies, including A/E firms, with annual gross revenues in excess of \$5,000,000.00 must have an affirmative action plan and procurement policy filed and approved by Miami-Dade County's Department of Business Development as a condition of contract award pursuant to Miami-Dade County Ordinance No. 98-30.
3. All companies with annual gross revenue which does not exceed \$5,000,000.00, must complete and return the enclosed AAP/PP Affidavit.

If Ordinance No. 82-37 and/or Ordinance No. 98-30 are/is applicable, then the enclosed guidelines are provided to facilitate in the preparation of your firm's Affirmative Action Plan and Procurement Policy.

An Affirmative Action Plan is a set of specific and result oriented procedures to which a company commits to apply every good faith effort with the objective of equal employment opportunity. The goal of any affirmative action plan is the achievement of genuine equal employment opportunity for all qualified individuals.

Companies shall submit their Affirmative Action Plan and Procurement Policy annually and shall provide for the periodic review of their plan and policy in order to determine their effectiveness in assuring the company does not discriminate in its employment, promotion and procurement practices.

Submission of the required elements, by itself, does not guarantee approval. The submission can only be approved if the Department of Business Development determines that it complies with the applicable ordinance(s) and guidelines. Once you have submitted your Affirmative Action Plan and Procurement Policy your plan will be reviewed to ensure that all the required elements have been submitted. Once your plan has been reviewed and approved, your firm will be issued a letter of approval stating your company has filed an Affirmative Action Plan and Procurement Policy, which has been approved and the date when your plan expires.

If you have any questions or need assistance in preparing your Affirmative Action Plan and Procurement Policy, please contact Christine Amaya at (305)375-5411.

## **AFFIRMATIVE ACTION PLAN GUIDELINES**

The following guidelines have been provided to facilitate in the preparation of your company's Affirmative Action Plan and Procurement Policy. Affirmative Action Plans (AAP) are filed with the Department of Business Development (DBD) to satisfy the requirements of Ordinance No. 82-37, Ordinance No. 98-30, and Administrative Order 3-39, all of which affect the acquisition of services or contracting with Miami-Dade County. The AAP shall be summarized and updated annually. Moreover, under Chapter 2-10.4, Section 5(d) of the Miami Dade County Code, an AAP is one of the factors to be considered for the selection of firms to provide services to Miami Dade County.

Please return the Affirmative Action Plan Checklist along with all the required elements to:

**Miami-Dade County Department of Business Development  
Affirmative Action Unit  
Attn: Christine Amaya, Administrative Officer 3  
175 N. W. 1<sup>st</sup> Avenue, 28<sup>th</sup> Floor  
Miami, Florida 33128**

An AAP is a set of specific and result oriented procedures to which a company commits itself to apply every good faith effort with the objective of providing equal employment opportunity. The goal of any AAP should be the achievement of genuine equal employment opportunity for all qualified persons.

Statistical workforce analysis updates shall be filed for changes that denote the achievement of the Affirmative Action goals. DBD will monitor the program, and assist companies in complying with their stated goals. A DBD representative may also make periodic visits to offices to verify the information submitted.

**Please note: Every year, companies must update their workforce analysis forms to show the changes, if any, which have occurred in their workforce (e.g. new hires, promotions, layoffs, etc).**

## **CONTENTS OF AFFIRMATIVE ACTION PLAN**

The following sections must be submitted in order for your company's AAP to be considered for filing (submission of any of the following sections, by itself, does not guarantee approval):

### **A. ORDINANCE 98-30 AAP/PP AFFIDAVIT**

### **B. DECLARATION OF POLICY**

This is a policy statement which affirms your company's commitment under Miami Dade County Administrative Order 3-39, Ordinance No. 82-37, and Ordinance No. 98-30 amending Section 2-10.4(5)(d) and Section 2-8.1.5 respectively, of the Miami Dade County Code. This policy statement should reflect the company's intent to give particular emphasis to the employment and promotion of the minority workforce in Miami Dade County by programmatic activities as well as subcontracting. It should be written on the company letterhead and signed and dated by:

1. The company's Chief Executive Officer or President
2. The company's Affirmative Action Plan Officer

### **C. MEMORANDUM FROM THE COMPANY'S CHIEF EXECUTIVE OFFICER OR PRESIDENT TO ALL EMPLOYEES**

This memorandum should be signed by the company's CEO or President and convey the following:

1. The company's declaration of policy regarding affirmative action.
2. The identification of the firm's appointed upper level management person who will serve as the Affirmative Action Officer.
3. The availability and location of the Affirmative Action Plan.
4. An outline of internal procedures to publicize the plan (e.g. requesting supervisors to discuss the Affirmative Action Plan at staff meetings etc).
5. An outline of external procedures to publicize the plan (e.g. rapport with community organizations regarding regular and new recruitment sources etc).

### **D. WORKFORCE ANALYSIS**

This is a statistical breakdown of your company's current workforce by job category on the basis of race, or ethnicity and sex. The appropriate form and a detailed example have been provided.

If your company's corporate office is not located in Miami Dade County, please submit the workforce analysis for the entire corporation as well as the local office on two separate forms. Please ensure that the office locations (address, phone and fax number) are included on the forms.

## **E. NARRATIVE OF PROGRAMMATIC ACTIVITIES AND/OR GOALS**

### **1. Recruitment/Advertising**

Your company may indicate its commitment and provide documentation of compliance in this area in the following ways:

- The use of media (e.g. newspapers, radio, trade journals, professional journals, etc). Identifying the company in printed advertising, employment applications, company stationery, and oral pronouncements as an "Equal Opportunity/Affirmative Action employer". Copies of the aforementioned items may be submitted as indication of compliance.
- Identifying recruitment efforts at colleges, universities, high schools and vocational institutions.
- Identifying and utilizing specific fraternal, sorority, civic and community-based organizations.
- Identifying specific profit and non-profit employment offices or companies the firm will utilize in recruitment efforts for applicants: If possible, the names and phone numbers of contact persons should be listed.

### **2. Hiring Procedures**

The plan should indicate what specific action(s) will be taken to either eliminate or minimize intentional or unintentional bias against minority applicants with regard to employee testing, interviewing and selection procedures.

### **3. Promotion Procedures**

This section should address how the company plans to identify qualified minority employees, whom are eligible for promotions or transfers to more upwardly mobile positions in the organization.

### **4. Training Procedures**

This section should address how the implementation of specific programs, for example, tuition reimbursements or specific employee development training programs may be utilized.

### **5. Publicity (Internal and External)**

This narrative may include the company's consideration of the use of an Affirmative Action statement in the company brochure, direct mail flyers and other external publicity material. Internal publicity may include items such as company procedures or policy manuals.

**F. PROCUREMENT POLICY**  
**(For firms with \$5 Millions gross revenues or more per year)**

This policy sets forth the procedures the company utilizes to assure that it does not discriminate against minority and women owned businesses in its own procurement of goods, supplies and services.

This policy should include past, existing and future coordination efforts with minority groups and agencies (e.g. government, educational, civic and/or community study groups), for the purpose of identifying potentially qualified minority professional applicants.

**G. GRIEVANCE PROCEDURE**

This section should describe the company's written policies and procedures, which allow any employee to bring matters of unfair treatment or other personal concerns to the attention of a senior manager within the organization. Please identify the executive officer in charge of receiving complaints.

**H. PROGRAM REPORTING**

This section should convey that all employment and other related statistical and/or other records relative to Miami Dade's projects reflecting progress under the AAP are available for inspection during normal working hours to the appropriate County government representative. It should state:

1. Name of contact.
2. Where the files are located.

## **INSTRUCTIONS FOR COMPLETING THE STATISTICAL WORKFORCE ANALYSIS**

There are a total of six overall job categories for which utilization totals and percentages will be computed.

- A. In-House/EEO Totals are a breakdown of the total number of employees per job category in the appropriate race/ethnic group.
- B. The total number of employees within that job category figures in-House/EEO Percentages.

### **Definitions of Job-Classification Categories(as defined by the Equal Employment Opportunity Commission)**

1. **Officials and Managers** – Occupations requiring administrative and managerial personnel, who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of a firms operation.
2. **Professionals** – Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background.
3. **Technicians** – Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through 2 years of post high school education, such as is offered in many technical institutes and junior colleges, or through on the job training.
4. **Sales-Workers** – occupations engaged wholly or primarily in direct selling.
5. **Office and Clerical** – Administrative support occupations, including all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual.
6. **Craft Workers** – Manual workers of relatively high level (precision production and repair) having a thorough and comprehensive knowledge of the process involved in their work.
7. **Operatives (semi-skilled)** – Workers who operate transportation or materials moving equipment, or who operate machine or processing equipment, or who perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and requires only limited training.
8. **Laborers (unskilled)** – Handlers, equipment cleaners, helpers and other workers in manual occupations which generally require no special training and who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment.
9. **Service Workers** – workers in both protective and non-protective service occupations.

## **RACE/ETHNIC IDENTIFICATION (EEO DEFINITIONS)**

The concept of race as used by the Equal Employment Opportunity Commission does not denote clear-cut scientific definitions or anthropological origins. For the purpose of reporting, an employee may be included in the group to which he or she appears to belong, identifies with, or is regarded the community as belonging. For reporting purpose, the following race/ethnic categories will be used.

- A. The category **"White"** (not of Hispanic origin):  
All persons having origins in any of the original peoples of Europe, North America, or Middle East.
- B. The Category **"Black"** (not of Hispanic origin):  
All persons having origins in any of the Black racial groups of Africa.
- C. The Category **"Hispanic"**:  
All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish Culture or origin, regardless of race.
- D. The Category **"Asian of Pacific Islander"**  
All persons having origins in any of the original peoples of the Far East, Southeast, Asia, Korea, Japan, the Philippine islands and Samoa.
- E. The category **"American Indian or Alaska Native"**:  
All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

Note: The category "Hispanic" while not a race identification, is included as a separate race/ethnic category because of the employment discrimination often encountered by this group. For this reason, do not include "Hispanic" under either "White or Black".

This should accompany strong visible identification that the person culturally and Linguistically identifies with the group he or she claims.

# **APPENDIX**





**DEPARTMENT OF BUSINESS DEVELOPMENT**  
**AFFIRMATIVE ACTION PLAN SECTION**

**Ordinance No. 98-30**  
**AAP/PP Affidavit**

Pursuant to Miami-Dade County's Ordinance No. 98-30, Section 2-8.1.5, entities with annual gross revenue in excess of \$5,000,000 seeking to contract with the County shall, as a condition of receiving a County contract, have: 1) a written affirmative action plan which sets forth the procedures the entity utilizes to assure that it does not discriminate in its employment and promotion practices and 2) a written procurement policy which sets forth the procedures the entity utilizes to assure that it does not discriminate against minority and women-owned businesses in its own procurement of goods, supplies and services. Such affirmative action plans and procurement policies shall provide for periodic review to determine their effectiveness in assuring the entity does not discriminate in its employment, promotion and procurement practices. The foregoing, notwithstanding, corporate entities whose board of directors are representative of the population make-up of the nation shall be presumed to have non-discriminatory employment and procurement policies, and shall not be required to have a written affirmative action plan and procurement policy in order to receive a County contract. The foregoing presumption may be rebutted. The requirements of this section may be waived upon written recommendation of the County Manager that it is in the best interest of the County to do so and approval of the County Commission by majority vote of the members present.

Based on the above, please complete the affidavit as directed and return the completed affidavit along with a cover letter on your company's letterhead, listing the company's address, phone and fax numbers, and any required documents, to:

**Miami-Dade County Department of Business Development, Affirmative Action Unit**  
**Attn: Christine Amaya, Administrative Officer 3**  
**175 N. W. 1<sup>st</sup> Avenue, 28<sup>th</sup> Floor, Miami, Florida 33128.**

**Please provide the following information (check all that apply):**

**Name of Company:** \_\_\_\_\_ **Company's FEIN:** \_\_\_\_\_

- ☐ My company provides ☐ engineering, ☐ architectural, ☐ landscape architectural, ☐ land surveying/design build services, and/or ☐ mapping services. Therefore, enclosed is our company's affirmative action plan and procurement policy for review.
- ☐ My company has annual gross revenues in excess of \$5,000,000. Therefore, enclosed is our company's affirmative action plan and procurement policy for review.
- ☐ My company has annual gross revenues less than \$5,000,000. Therefore, Ordinance No. 98-30 is not applicable.

If at any time the Department of Business Development (DBD) has reason to believe that any person or firm has willfully and knowingly provided incorrect information or made false statements, DBD may refer the matter to the State Attorney's Office and/or other investigative agencies. DBD may initiate debarment and/or pursue other remedies in accordance with Miami-Dade County policy and/or applicable federal, state and local laws.

The undersigned swears that the foregoing statements are true and correct. If after executing this affidavit there are any changes in the information submitted, the undersigned agrees to immediately inform DBD of such changes in writing.

**Executed by:**

\_\_\_\_\_  
**Signature of CEO/President or Designated Representative**

\_\_\_\_\_  
**Printed Name of CEO/President or Designated Representative**

**Sworn before me**

**On this** \_\_\_\_\_ **Day of** \_\_\_\_\_, \_\_\_\_\_.

\_\_\_\_\_  
**Signature of Affirmative Action Officer**

\_\_\_\_\_  
**Notary Public**

\_\_\_\_\_  
**Printed Name of Affirmative Action Officer**

## **AFFIRMATIVE ACTION PLAN CHECKLIST**

Please complete the following checklist and return it with your Affirmative Action Plan.

<b>Name of Company:</b>	
<b>Address:</b>	
<b>Affirmative Action Officer:</b>	<b>Phone:</b>
<b>Fax:</b>	
<b>ORDINANCE 98-30 AAP/PP AFFIDAVIT</b>	
<b>DECLARATION OF POLICY</b> (see Example enclosed)	
1. Written on company's letterhead	
2. Signed and dated by CEO/President and AAO	
3. Firm's commitment to Affirmative Action	
4. Emphasis to Minority employment and opportunity	
<b>MEMORANDUM FROM CEO OR PRESIDENT TO EMPLOYEES</b>	
<b>NARRATIVE OF PROGRAMMATIC ACTIVITIES AND/OR GOALS</b>	
1. Recruitment/Advertising	
2. Hiring Procedures	
3. Promotion Procedures	
4. Training Procedures	
5. Publicity (Internal and External)	
<b>PROCUREMENT POLICY AND PROCEDURES</b>	
1. For firms with gross revenue in excess of \$5 Million per year.	
<b>GRIEVANCE PROCEDURE</b>	
1. Name of Executive Officer in charge.	
<b>PROGRAM REPORTING</b>	
1. Location of records (address)	
2. Contact person (name)	

**Signature of Affirmative Action Officer:**

**Date:**

**Example of Memorandum from CEO or President to Employees:**

**MEMORANDUM**

**DATE:** Month, Day, and Year  
**TO:** All Employees  
**FROM:** John H. Brown, (President)  
**SUBJECT:** Miami-Dade County Affirmative Action Plan

**DECLARATION OF POLICY**

In accordance with requirements of Miami Dade County Ordinance 82-37 and/or Ordinance 98-30 and Resolution No. 1049-93, A B C Architectural Group, Inc. affirms its commitment to equal employment opportunity and has submitted an Affirmative Action Plan for the purpose of maintaining that promise with particular emphasis on the minority workforce population and the utilization of Minority professional firms, consultants and/or suppliers.

Special meetings will be conducted with executive management and supervisory personnel to explain the intent of the plan and individual responsibility for effective implementation, making clear my commitment to the program. Additionally, the plan will be discussed at employee orientation and management training programs.

Outside sources such as recruitment subcontractors, vendors and suppliers will be informed verbally and in writing about our affirmative action policies.

Ms. Mary Williams, Vice President, is hereby appointed the firm's Affirmative Action Officer. She will have the day-to-day responsibility for the implementation and monitoring of our plan.

The Affirmative Action Plan is available for your review during normal working hours. For review of the plan, please contact Ms. Mary Williams, Vice President.

**Example of Declaration of Policy:**

**A B C ARCHITECTURAL GROUP**

123 Oak Lane  
Miami, FL 33176

Telephone: (305) 123-4567  
Facsimile: (305) 756-4321

**DECLARATION OF POLICY**

In accordance with requirements of Miami Dade County Ordinance 82-37 and/or Ordinance 98-30 and Resolution No. 1049-93, A B C Architectural Group, Inc. affirms its commitment to equal employment opportunity and has submitted an Affirmative Action Plan for the purpose of maintaining that promise with particular emphasis on the minority workforce population and the utilization of Minority professional firms, consultants and/or suppliers.

\_\_\_\_\_  
John Brown  
Chief Executive Officer

\_\_\_\_\_  
Date:

\_\_\_\_\_  
Mary Williams  
Vice-President and Affirmative  
Action Officer

\_\_\_\_\_  
Date:

\_\_\_\_\_  
Miami-Dade County Representing Authority

\_\_\_\_\_  
Date:

**Example of Procurement Policy:**

**PROCUREMENT POLICY**

It is the policy of A B C and all of subsidiaries and affiliates to afford equal opportunity to all vendors and suppliers of material to firms providing goods and services to shall not be discriminated against based on the owner's race, age, sex, religion, disability, color, national origin, or status as a veteran.

ABC Inc. will:

1. Solicit bids from all qualified firms, regardless of ownership. Including the utilization of lists of qualified vendor maintained by the Department of Business Development.
2. Evaluated all bids so as to further the principles of non-discrimination and equal opportunity.
3. Ensure that final purchases are in accordance with the principals of equal opportunity.
4. Ensure that all procurement actions such as repeat purchases, extensions, change orders, acceptance policy, etc., will be administered without regard to race, age, sex, religion, status as a veteran or national origin.

I firmly endorse and support our EQUAL OPPORTUNITY PROGRAM and have established an AFFIRMATIVE ACTION PROGRAM to ensure our continued commitment. I am confident that all subsidiaries and affiliates will provide their full support, cooperation and effort to ensure the committed successful achievement of this program.

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CEO/President

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Date

## **Example of Procurement Procedure:**

### **PROCUREMENT PROCEDURE**

ABC shall purchase all commodities, equipment and services through the normal purchasing procedures implemented by department heads, supervisors and others responsible for purchasing for ABC.

The following bidding procedures shall be utilized (bidding requirements are based on total cost of the purchase):

**1. Purchases \$250 to \$999:**

Telephone quotes will be obtained from at least three (3) businesses, particularly when the vendor list contains more than three (3) suppliers for the requested service or commodity. The Purchase Order will be issued to the lowest qualified and responsible bidder.

**2. Purchases \$1,000 to \$4,999:**

Written quotes will be solicited using the Solicitation of Quote form detailing the items or services to be purchased and other pertinent information and mailed to interested businesses. The Purchase Orders shall be issued to the lowest, qualified and responsible bidder.

**3. Purchases \$5,000 and Up:**

Formal sealed bids will be solicited by mailing an "Invitation to Bid" form to interested companies. All bids must be received prior to or by the scheduled bid opening date and time. Bids received after the scheduled opening will be returned to the bidder unopened. At the scheduled date and time, the bids are opened and read publicly. The award will be made to the lowest qualified and responsible bidder meeting the specifications.



**Miami-Dade County, Florida**  
**Department of Business Development**  
**“Statistical Workforce Analysis”**

Complete the following information for all permanent full-time employees. Enter the appropriate figures on all lines and in all columns. Blank spaces will be considered as zeros.

<b>Name of Firm:</b>											<input type="checkbox"/> Corporate Office <input type="checkbox"/> Miami Office			
<b>Location:</b>														
<b>Contact Name:</b>														
<b>Telephone:</b>				<b>Facsimile:</b>						<b>E-mail:</b>				
<b>Job Categories</b>	<b>Racial/Ethnic Group Status</b>													
	<b>Total Number per Job Category</b>	<b>White</b>		<b>Black</b>		<b>Hispanic</b>		<b>Other</b>		<b>Combined Totals</b>				
		<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>W</b>	<b>B</b>	<b>H</b>	<b>O</b>	
Officials and Managers														
Professionals														
Technicians														
Sales Workers														
Office and Clerical														
Craft Workers (skilled)														
Operatives (semi-skilled)														
Laborers (unskilled)														
Service Workers														
<b>Total</b>														

\_\_\_\_\_

**Affirmative Action Officer Name**

\_\_\_\_\_

**Signature**

\_\_\_\_\_

**Date**